

**JOB SATISFACTION AND ORGANISATIONAL PERFORMANCE IN THE
PHARMACEUTICAL DISTRIBUTORS INDUSTRY: A CASE STUDY OF JOINT MEDICAL
STORE**

BY

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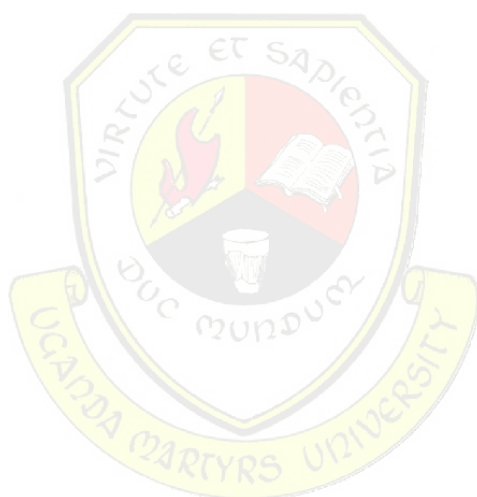
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DEDICATION

I dedicate this work to my parents Albert and Sylvia Mukasa who have always given me support morally, spiritually through their prayers and financially. I would like to thank them for all the unconditional and unquestionable love, care and support they have always given me. May God bless them.



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God bless you all.

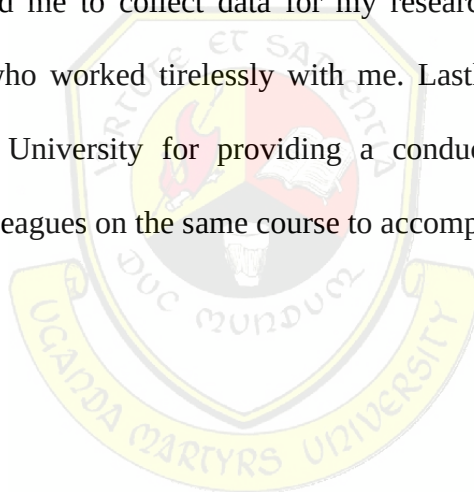


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ABSTRACT

The study focuses on how employee job satisfaction contributes to organizational performance at JMS. The study was guided by the following objectives; to establish the effect of employee needs fulfillment on organizational performance; to examine how job characteristics affect organizational performance; and to assess the contribution of employment equity on organizational performance at JMS. Data was collected from the sampled respondents using self-administered questionnaires and an interview guide. The data was analyzed using the computer package SPSS (V18) and presented in percentages, means, standard deviations and application of Pearson Correlation Coefficient plus the regression analysis to determine the significant relationships between the components of job satisfaction and organizational performance. The study revealed that there were significant positive relationships between, needs fulfillment, job characteristics, employee equity and organizational performance. The findings confirmed that employee job satisfaction was a major determinant of organizational performance at JMS. This was evidence from the regression results, needs fulfillment, job characteristics and employee equity showing a 39.1% variance in organizational performance. In conclusion, improvement in needs fulfillment, job characteristics and employee equity will enhance organizational performance at JMS. The study recommends therefore, that management at JMS offers the required needs by staff, identifies the required talents for the different jobs and also create awareness about the existing policies and regulations to staff. Management could consider putting in place a fully-fledged customized employee job satisfaction system to attend to staff grievances and complaints.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study aimed at examining the effect of job satisfaction on organizational performance. Despite the importance of job satisfaction in promoting organizational performance, not all organizations pay enough attention to it. This is supported by the Uganda Investment Authority (2012) which revealed that organizations still face challenges of organizational effectiveness and efficiency as a result disgruntled employees.

This chapter comprised the background of the study, the statement of the problem, the purpose of the study, specific objectives, the research questions, the hypotheses, and the scope of the study, the significance, justification, conceptual framework and operational definition of terms.

1.1 Background of the Study

Creating a high performance organization requires understanding what factors influence organizational performance. Throughout history, performance measures have been used to assess the success of organizations. The modern accounting framework dates back to the middle ages and since that time assessment of performance has predominantly been based on financial criteria (Bruns, 1998). By the start of the twentieth century the nature of organizations had evolved and ownership and management were increasingly separated. As a result, measures of return on investment were applied so that owners could monitor the performance that managers were achieving (Johnson, 1983). By the 1980s there was a growing realization that the traditional performance measures were no longer sufficient to manage organizations competing in modern markets (Johnson and Kaplan, 1987). With more demanding customers and more competitive markets came the need for greater responsiveness and external focus for

activities. The message from the history of performance measurement suggests, therefore, that measurement systems must reflect the context and objectives of the organization in question.

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives) (Heskett et al 1997). The term organizational performance is used comfortably in three time- senses - the past, present, and the future. In other words, performance can refer to something completed, or something happening now, or activities that prepares for new needs. Profitability, for example, is often regarded as the ultimate performance indicator, but it is not the actual performance. The actual performance occurred sometime back first with decisions and then the actions that followed the decisions. Profit is therefore an indicator of previous performance. In this sense, performance is the outcome or end. Organizations are also interested in predictors of performance such as conditions and behaviors that have been shown over time to lead to better performance. In this sense, performance is a package of behaviors around strategic planning and programming.

According to Richardson and Thompson (1999) organizational performance encompasses three specific areas of firm outcomes, financial performance, product market performance and shareholder return. The term organizational effectiveness is broader. Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development. Most organizations view their performance in terms of effectiveness in achieving their mission, purpose or goals. Most organizations, for example, would tend to link the larger notion of organizational performance to the results of their particular programs to improve the lives of a target group (Armstrong, 2010). At the same time, a majority of organizations also see their performance in terms of their efficiency in deploying resources. This relates to the optimal use of resources to obtain the results desired.

Finally, in order for an organization to remain viable over time, it must be both financially viable and relevant to its stakeholders and their changing needs.

In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as; financial performance, customer service, social responsibility and employee stewardship (Chad and Katou, 2007). To better understand what they can or should change to improve their ability to perform, organizations carry out organizational assessments. This diagnostic tool helps organizations obtain useful data on their performance, identify important factors that aid or impede their achievement of results, and situate themselves with respect to competitors. Literature contains a range of performance measures. These can be sequenced along Tamkin's (2005) Chain of Impact model from those that are measures of human resource deliverables, to corporate financial measures.

Appropriate measures will vary according to sector, occupation and the nature of the training involved. Measures of innovation are commonly used where innovation might be considered to relate to improved practices, processes, equipment or products. These improvements in turn drive future productivity and profitability. Innovation can be measured using a subjective rating of the rate of product or market innovation (Delery and Doty, 1996), or by measuring change in the number of new or adapted products over a fixed period of time (Shipton et al, 2006). Subjective measures are not likely to be comparable across organizations and will be open to bias.

Employee attitude is very important for management to determine the behavior of workers in the organization. The usual conception among employers about employees is that a satisfied worker is a productive worker. If employees are satisfied then it will create a pleasant

atmosphere within the organization to perform in a better and efficient manner. Job satisfaction measures are often used to assess organizational performance, especially in the health sector (Delery and Doty, 1996). Locke (1976) views job satisfaction as a pleasurable or positive emotional state resulting from appraisal of one's job or experience. Robbins et al, (2007) assert that job satisfaction is a positive feelings towards one's job. Job satisfaction can affect a person's level of commitment to the organization, absenteeism, and job turnover rate. It can also affect performance levels, employee willingness to participate in problem-solving activities, and the amount of effort employees put in to perform activities outside their job description. When people are satisfied with the work they are doing, then their job feels less like work and is a more enjoyable experience. Those who are satisfied in their jobs usually do not find it difficult to get up and go to work.

1.1.1 Background of the Case Study

Joint Medical Store (JMS) is a private-not-for profit nongovernmental organization which was established in 1979, as a joint venture between the Uganda Catholic Medical Bureau (UCMB) and the Uganda Protestant Medical Bureau (UPMB). Initially JMS was set up as a service unit for channeling relief supplies to health facilities belonging to the Protestant and Catholic churches, but has gradually developed into a not-for-profit wholesale enterprise that procures, stores and sells over 2000 products; medicines, medical equipment and related health care supplies. JMS has established itself as one of the leading wholesaler of pharmaceutical products in Uganda in terms of procurement, storage and sale in line with market demands and the health sector (JMS Strategic Plan, 2012).

To be able to deliver quality service to customers, JMS recruits competent staff to deliver these services to customers. As observed by the researcher, employees are the human resources of the organization who contribute to the attainment of the entity's vision and mission statements.

The employees have different needs which need to be satisfied and if these needs are not satisfied, they greatly impact on the organizational performance. Despite having registered improvements in the organizational work processes, JMS is still facing challenges of employee satisfaction. According to the JMS HR Report (2012), the entity has continued to realize persistent inefficiencies during recruitment, management, and providing ongoing support and direction for the employees. This has undermined compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

The Human Resource Report (2011) revealed that there are talent gaps at JMS where a quantifiable number of staff do not possess the desired job requirements to perform well their jobs. Similarly, there is wide spread duplication of duties and responsibilities among staff residing in different sections. Hiring is not based on needs identification, management is not committed to staff development and promotion of staff is marred with favoritism and nepotism. This situation has promoted disengagement among staff resulting into staff turnovers. For example, in 2010 the organization recorded a 20% staff turnover due to perceived inequality and job insecurity rendering the organization to lose resourceful staff. The JMS Quarterly Staff Performance report (2010) showed that the line managers and supervisors do not mentor and coach subordinates which undermine equipping staff to learn and grow. The soaring cases of staff turnovers, counterproductive behaviors and conflicts at JMS explain that job satisfaction is an integral part of organizational performance. Therefore this study intends to examine whether employee satisfaction has a role to play in determining organizational performance at JMS.

1.2 Statement of the Problem

JMS was formed to procure, store and sell medicines, medical equipment and related health care supplies in Uganda. According to the JMS Staff Performance report (2011), employee satisfaction remains inadequate probably due to shortfalls in appraisal skills, disciplinary process, recruitments and selection and development of employees. Yet, according to Adeyinka, enhancing employees' job satisfaction is paramount and is regarded as the fundamental source of improving performance level (Adeyinka et al., 2007). These challenges could be attributed to lack of harmony in the management of staff affairs at JMS. These challenges have resulted into conflicts, loss of valuable employees and deviant behaviors (JMS Adhoc Committee Report, 2011). Despite the efforts made by management to meet the demands of the employees by harmonizing the salaries of staff, streamlining reward procedures and performance management, there is still some level of dissatisfaction among staff. This has affected JMS' ability to retain staff, productivity, service delivery and cost reduction (JMS HR Report, 2012). The current situation at JMS necessitates a study to be carried out to investigate the effect of job satisfaction on organizational performance at JMS.

1.3 Objective of the study

1.3.1 Major Objective

The study sought to establish the influence that job satisfaction had on organizational performance at JMS.

1.3.2 Specific Objective

- i) To establish the effect of employee needs fulfillment on organizational performance at JMS.
- ii) To examine how job characteristics affect organizational performance at JMS.

- iii) To assess the contribution of employment equity on organizational performance at JMS.

1.4 Research Questions

- i) What is the effect of employee needs fulfillment on organizational performance at JMS?
- ii) How do job characteristics affect organizational performance at JMS?
- iii) What is the contribution of employment equity on organizational performance at JMS?

1.5 Scope of the Study

1.5.1 Content Scope

The study focused on three main aspects of job satisfaction of employees that is job characteristics, employment equity, and needs fulfillment focusing on how these aspects relate to organizational performance as a whole. It specifically looked at how job satisfaction relates to each aspect of organizational performance. The study focused on establishing a relationship between the two phenomena in joint medical store.

1.5.2 Time Scope

The study covered the period 2009 to 2013; this is a period when the weaknesses of employee satisfaction in JMS became of concern to management. This is the period when employees of JMS complained a lot about the inefficiencies of the management, mode, nature, and type of trainings administered as not helping them to improve their job skills and the turnover rates were very high during this period (JMS Report, 2012).

1.5.3 Geographical Scope

The study was conducted in Uganda, Kampala at Joint Medical Store. It was spread across all offices and departments i.e. Administration, IT, Operations and Finance. These areas were

chosen by the research because all employees here constituted general characteristics of the sample size of the study

1.6 Significance of the Study

The study of job satisfaction on organizational performance may help to establish how the satisfaction of staff at JMS will affect the organizational output as a whole. The findings of this research will be of help to the management of JMS when making decision regarding motivation and remuneration of staff, and more still other organization in the pharmaceutical and supply chain distribution will benefit from this research because many have similar business set ups in which they employee large numbers of people who may face similar problems. The study will lead managers of different institutions and organizations to understand the implementation strategies of job satisfaction and its consequences on both the organization and employees. For the academics, the study will add value on existing knowledge and enhance debate on job satisfaction and organizational performance, which may be used for further research in this area. The study also made recommendations for what should be done in order to improve on job satisfaction and reduce its negative effects on organizational performance at JMS.

1.7 Justification of the study

In the case of Uganda, the health sector has undergone several reforms geared among other things toward improvement of service delivery by pharmaceutical companies. The reforms in the sector brought about the formation of policy guidelines and procedures that govern work processes in these companies (Ministry of health Annual report, 2012). However, the existence of these guidelines has not promoted employee job satisfaction in pharmaceutical companies. The study provided an understanding of why JMS should ensure that issues relating to employee job satisfaction should be addressed so as to cause the required effect on

organizational performance. Similarly, it is hoped that the study may identify the factors undermining organizational performance resulting from the JMS' failure to address employee job dissatisfaction and how it can be overcome. Given that job dissatisfaction can be caused by a series of factors including family, finances, relatives, partners, fellow staff, workload, relationships among others, it is imperative that this is carried out to investigate how job satisfaction affects the performance of JMS in Uganda.

1.8 Definitions of Key terms

Employee Equity; this is used to refer to fairness and justness exercised in an employment environments among employees by employers.

Employee job satisfaction: refers to how content or satisfied employees are with their jobs as a result of financial and non-financial rewards.

Organizational performance refers to the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

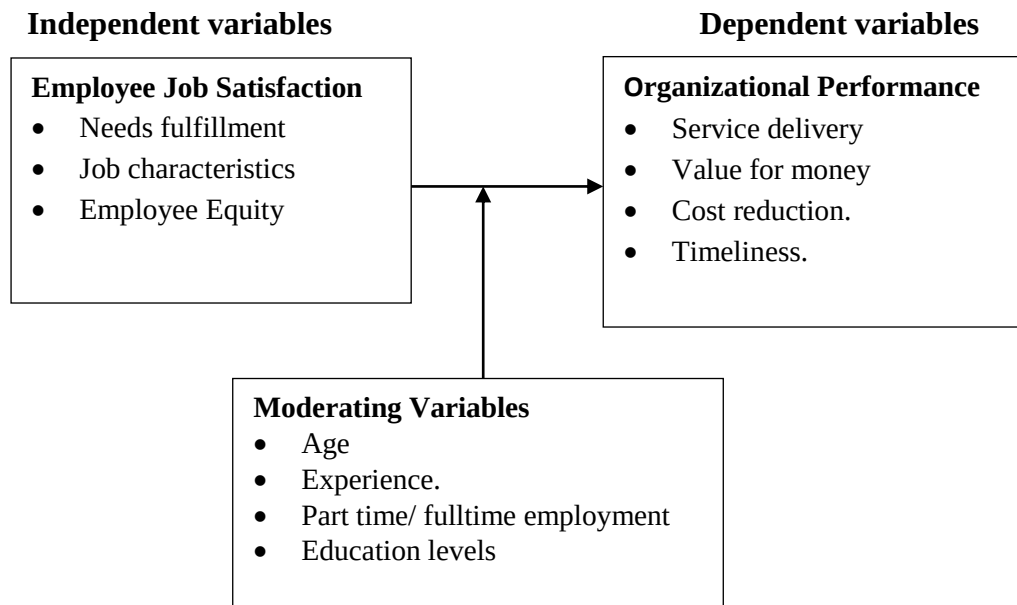
Performance refers to the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed.

1.9 Conceptual Framework

After conducting the extensive literature review, the conceptual framework was designed and it shows the different determinants of organizational performance. The model shown in the figure below examines the relationship between job satisfaction and organizational performance. Job satisfaction has a role to play in enhancing job satisfaction. According to Lee (2004) job satisfaction is positively related to organizational performance. As reduced efficiency, decreased capacity to perform, dampened initiative, reduced interest in work and

increase rigidity of thought which leads to negative effects of work performance (Latack, 1999).

Figure 1.1: Conceptual Framework



Source: Adopted from Judge and Bono (2007) and modified by the researcher

The model shows the relationship between job satisfaction and organizational performance. From the conceptual framework above, the model is underpinned by job satisfaction and organizational performance. Job satisfaction contributes a crucial role in the enhancement of effective and efficient performance. Therefore, the study attempted to establish the relationship between job satisfaction and organizational performance. The key factors related to organizational performance are synthesized to form this presented conceptual framework. The dependent variable is organizational performance whereas, the independent variable comprised of job satisfaction which was measured according to needs fulfillment, job characteristics and employee equity. On the other hand, organizational performance was measured according to service delivery, value for money, cost reduction and timeliness.

1.11 Conclusion

In summary, the chapter has provided an insight on the background of the study, the purpose of conducting the study, the study objectives and research questions, the contributions the study will be making to the body of knowledge, scope of the study, and organization of the dissertation. This sets the basis for review of existing literature to ascertain the current debate on the study variables.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter contains a review of literature available in relevant published and unpublished sources by authors on needs fulfillment, job characteristics and employee equity and organizational performance. This chapter presents the theoretical review and literature review showing the relationships between the study variables, and the literature was reviewed according to the research objectives.

2.1 Theoretical Review

Job satisfaction and organizational performance can be studied through different theories and literature review as observed by the researcher. Researchers have developed theories and models which attempt to explain how job satisfaction could lead to efficient and effective performance. Some of these include; the expectancy theory, attraction selection attrition theory, Herzberg two factor theory developed by Fredrick Herzberg, 1959, Abraham Maslow's need-based theory and Locke's Range of Affect Theory.

According to the expectancy theory, motivation is likely to be when there is a perceived and usable relationship between performance and outcome, with the outcome being seen as a means of satisfying needs (Armstrong, 2010). In other words there must be a link between a certain reward and what has to be done to achieve it. This theory is very important in the context of this research. The theory is instrumental especially when financial organizations are designing performance based pay. Reason for this is that management of financial organizations needs to design performance based pay so as to ensure these organizations continue to improve their performance. In the Ugandan context, pharmaceutical organizations

are aiming to offer quality services to their customers and to strive to be better in the health sector. To compete favorably with others, entities need not only to offer competitive rewards but also to go an extra mile to link some categories of rewards to performance. To understand performance management practices, the goal theory was adopted in this study.

According to Mullins (2010) the goal theory has implications for managers. To direct behavior and maintain motivation, performance goals should be identified and set to direct behavior. To ensure high performance, goals should be set at a challenging but realistic level. Additionally, to guarantee high performance, feedback must be given as means of checking goals attainment and a basis for any revision of goals. Lastly, when goals are set by other people for instance managers, participation of those tasked with achievement of goals is of paramount importance. This theory helps form a basis for understanding and conceptualizing job satisfaction as a whole phenomenon but rather from a goal perspective. Though such an assumption as that of the goal theory can only apply to a portion of the employees as very few employees actually set goals. According to Gavin Ingham employees may fail to set goals for reasons such as lack of belief, low self-esteem, previous disappointments, fear and even laziness which are all characteristic of employees in the Ugandan health sector (Gavin Ingham, 2016).

Attraction selection attrition theory was adopted in this research as it explains why people are attracted to organizations. In most cases recruitment and selection practices are carried out after initial attraction of employees to the organization. It must also be stated that attraction is bidirectional. This is to say that the organization before recruiting and selecting candidates for positions also gets attracted to a pool of talent with specific attributes that might be existing outside the organization. The Attraction selection theory is relevant to this research as it explains attraction, selection and retentions of employees by organizations. According to Schneider, 1987 organizations attract, select, and retain those people who share their values.

According to Herzberg's theory, there are certain characteristics of a job which are related to job satisfaction while different factors are associated with job dissatisfaction. Factors for satisfaction include achievement, recognition, work itself, responsibility, advancement and growth; while factors for dissatisfaction include company policies, supervision, and relationship with supervisors and peers, work conditions, salary, status and security.

The theory proposed that job satisfaction is not a unidimensional concept rather than intrinsic variables related to personal growth and development (satisfiers) which contribute to job satisfaction, they are separate and distinct from those extrinsic factors, associated with the security of the work environment (hygiene factors) and which account for job dissatisfaction or its reduction. These are not related to increasing job satisfaction but they can lead to job dissatisfaction. Job satisfaction thus, has to do with an individual's perception and evaluation of his/her job, and this perception is influenced by the person's unique circumstances like needs, values and expectations. People therefore evaluate their jobs on the basis of factors, which they regard as being important to them. However, the hygiene factors which contribute to dissatisfaction, if well streamlined, could lead to job satisfaction, hence contributing to organizational performance.

Abraham Maslow's (1943, 1970) need-based theory of motivation is the most widely recognized theory of motivation and perhaps the most referenced of the content theories. According to this theory, a person has five fundamental needs: physiological, security, affiliation, esteem, and self-actualization Maslow A.H(1943). The physiological needs include pay, food, and shelter, clothing and better working conditions. The security needs include the need for safety, fair treatment, protection against threats, job security etc. Affiliation needs include the needs of being loved, accepted as part of a group etc.; whereas esteem needs

include the need for recognition, respect, achievement, autonomy and independent. Lastly the self-actualization needs, which are the highest in the level of Maslow's need theory, include realizing one's full potential or self-development. Maslow argued that once a need is satisfied it becomes a satisfier and employees' behaviors are motivated by the need at the next level up the hierarchy. Security might include providing employees with retirement benefits, and renewal of contracts. Therefore, if there is no assurance in providing security to employees at the university, the organizational development could affect employee job satisfaction.

Edwin Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work for example the degree of autonomy in a position moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively and negatively, compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet. These theories labour to explain why and how employees get satisfied with their jobs. They each focus on an individual aspect that the theorist feels make employees satisfied.

Limitation of the theories

Theories are never short of limitation and most notably are; the expectancy theory is not complete and all comprehensive, this is because not any one theory can single handedly explain the satisfaction of an employee. Satisfaction is very relative and has many other factors it depends on. More still, the expectancy theory is that perceptions about effort, performance and the value of rewards are difficult to quantify so comparisons between different choices or people using the expectancy theory framework may not be accurate. In addition, rewards may not necessarily be directly connected to effort and performance

Managers may not rely only on the Expectancy Theory alone and use other theories as well, yet it is one of the most important theories of motivation. It should be noted that all theories in social sciences are limited and the Expectancy Theory is no exception. The value of a theory lies in its ability to explain with high probability what it purports to explain. It must also be understood that human nature, behavior, attitudes and of course motivation are more subjective than objective and can never be completely objectified or theorized (Victor Vroom, 2014).

The Theory is lacking about the motivators of extrinsically driven individuals: At stage 4 and stage 5 of the hierarchy (Esteem Needs and Self-Actualization Needs), the theory is of questionable relevance to individuals that are driven by extrinsic rewards. The reason being that it is not common nowadays for people to be unhappy about their co-workers and bosses, yet can still maintain high and consistent performances as they are being promised a promotion, higher pay, or a lavish vacation which the company will pay for. So an individual might be stuck at the third stage (The social needs phase) for having a bad relationship overall with his/her peers, but is motivated by the unlisted motivator on the chart, which is money (Jonathan Yong, 2012).

2.2 Job Satisfaction

Job satisfaction has been described as the most important predictor for employees' intention to remain employed (Cowin, 2002). Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. Job satisfaction is simply defined as employees' feelings about different dimensions of their job; it is the degree of their pleasure in their job (Spector, 1997). Job satisfaction is the attitude that an employee has towards his or her job (Robbins, 2003). Job satisfaction is an affective reaction to a job that results from a person's comparison of outcomes with those that are desired, anticipated or deserved (Oshagbemi, 1999). Job satisfaction can be considered from a global perspective, such as the feelings and emotions perceived by the individual employee based on work experiences (Price, 2001; Spector, 1997). It can also be explored through a facet approach, studying employee attitudes towards various aspects (facets) of their jobs.

Locke (1976) defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job (Haque and Taher, 2008). Job satisfaction is also defined as an individual's general attitude regarding his or her job (Robbins, 1999). Mullins (1993) mentioned that motivation is closely related to job satisfaction. Various factors such as an employee's needs and desires, social relationships, style and quality of management, job design, compensation, working conditions, perceived long range opportunities, and perceived opportunities elsewhere are considered to be the determinants of job satisfaction (Moorhead and Griffin, 1999). Job satisfaction has a significant influence on employees' organizational commitment, turnover, absenteeism, tardiness, accidents, and grievances (Moorhead and Griffin, 1999). According to Robbins (1999), a satisfied workforce can increase organizational productivity through less distraction caused by absenteeism or turnover, few incidences of destructive behavior, and low medical costs.

Hackman and Oldham (2005) proposed the job characteristics Model, which is widely used as a framework to study how particular job characteristics impact on job outcomes, including job satisfaction. The model states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) which impact three critical psychological states (experienced meaningfulness, experienced responsibility for outcomes, and knowledge of the actual results), in turn influencing work outcomes (job satisfaction, absenteeism, work motivation, etc.). The five core job characteristics can be combined to form a motivating potential score for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors.

Those who buy the goods or services provided by companies are customers. In other words, a customer is a stakeholder of an organization who provides payment in exchange for the offer provided to him by the organization with the aim of fulfilling a need and to maximise satisfaction. Sometimes the term customer and consumer are confusing. A customer can be a consumer, but a consumer may not necessarily be a customer. Another author explained this difference. Thus, a customer is the person who does the buying of the products and the consumer is the person who ultimately consumes the product (Bennett and Barkensio, 2005). When a consumer/customer is contented with either the product or services it is termed as satisfaction. Satisfaction can also be a person's feelings of pleasure or disappointment that results from comparing a product's perceived performance or outcome with their expectations (Kotler and Keller, 2009).

As a matter of fact, satisfaction could be the pleasure derived by someone from the consumption of goods or services offered by another person or group of people; or it can be the state of being happy with a situation. Satisfaction varies from one person to another because it

is utility. Client happiness, which is a sign of customer satisfaction, is and has always been the most essential thing for any organization (Bennett and Barkensio, 2005). Customer satisfaction is defined by one author as the consumer's response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption, hence considering satisfaction as an overall post-purchase evaluation by the consumer. There is no specific definition of customer satisfaction. However, attempts have been made to define customer satisfaction in such a way that customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus and occurs at a certain time (Giese and Cote, 2000). This definition is supported by Sureshchander, et. al, (2002), who think that consumer's level of satisfaction is determined by his or her cumulative experience at the point of contact with the supplier.

According to Schiffman and Karun (2004), customer satisfaction is defined as the individual's perception of the performance of the products or services in relation to his or her expectations. In simple terms, customer satisfaction could be the pleasure obtained from consuming an offer. Measuring customer satisfaction could be very difficult at times because it is an attempt to measure human feelings. It was for this reason that some existing researcher presented that the simplest way to know how customers feel, and what they want is to ask them this applied to the informal measures (Levy, 2009). Levy (2009) suggested three ways of measuring customer satisfaction: a survey where customer feedback can be transformed into measurable quantitative data; focus group or informal where discussions orchestrated by a trained moderator reveal what customers think; and informal measures like reading blocs, talking directly to customers.

Asking each and every customer is advantageous in as much as the company will know everyone's feelings, and disadvantageous because the company will have to collect this

information from each customer. The National Business Research Institute (NBRI) suggested possible dimensions that one can use in measuring customer satisfaction such as quality of service, speed of service, pricing, complaints or problems, trust in your employees, the closeness of the relationship with contacts in your firm, other types of services needed and your position in clients' minds. There exist two conceptualizations of customer satisfaction thus, transaction-specific and cumulative (Bennett and Barkensio, 2005). Following the transaction specific, customer satisfaction is viewed as a post-choice evaluation judgement of a specific purchase occasion (Eshghi, Roy and Ganguli, 2008). Cumulative customer satisfaction is an overall evaluation based on the total purchase and consumption experiences with a product or service over time. This is more fundamental and useful than transaction specificity customer satisfaction in predicting customer subsequent behaviour and firm's past, present and future performances. It is the cumulative customer satisfaction that motivates a firm's investment in customer satisfaction.

2.2.1 Determinants of Job Satisfaction

The first category of the factors affecting job satisfaction is the demographic factors. Research has often focused on age as a factor influencing job satisfaction. Available literature is somewhat inconclusive however, with some studies showing no significant impact (Brown, 1998), some showing a gradual linear increase of satisfaction as age increases (Weaver, 1980), and some suggesting that satisfaction is curvilinear and changes throughout the lifespan of the employee (Hertzberg et. al., 1957). Generally, job satisfaction tends to increase gradually with age (Spector, 1997). According to Hertzberg et al, (1957) this trend is due to the fact that job expectations tend to become more realistic as employees age and mature. Concerning gender, there are no simple conclusions about the differences between males and females and their job

satisfaction levels. When it comes to compensation, researchers in some studies have concluded that compensation is an important variable to be considered in the study of job satisfaction (Derlin and Schneider, 1994).

The second category is the interpersonal factors. Within the context of job satisfaction research, interpersonal relationships are the elements that make up the social and support network of the employee. These elements include the relationship with one's supervisor, the social interaction with co-workers, and even the interactions with clients and customers. According to Brown (1998), employee supervision and interaction have been found to be the two most significant interpersonal factors when looking at job satisfaction. The importance of co-worker social support has been investigated for decades. As far back as the Hawthorne Studies of the 1920's, research has shown that workers who belong to a social group and have friendships on the job tend to be more satisfied (Maynard, 1986). Maynard suggests further that employees who lack social support at work experience more stress, have less coping techniques, and are generally less satisfied.

The nature of supervision provided can also have a significant impact on job satisfaction. Studies have shown that employees who have positive interactions with supervisors are generally more satisfied at work. The last category is the intrinsic factors. Intrinsic factors are employees' affective reactions to the job, such as their satisfaction with the freedom they have to choose their own methods of working, the recognition that they receive for good work, and the opportunity they have to use their ability. Intrinsic factors may also include perceived respect and responsibility, task variety, and meaningful work. Dodd- McCue and Wright (1996) found that job satisfaction is enhanced by the value placed on one's professional role and identification with that role, but negatively affected by choosing the job because rewards are extrinsic (external to the work itself, such as fellow workers, salary, or promotion

opportunities). Reyes, Madsen, and Taylor (1989) found that intrinsic rewards had more influence on educators than any organizational rewards. Stewart (2000) suggested that helping to make workers feel independent had large positive effects on both performance and satisfaction outcomes.

2.3 Organisational Performance

According to Pitt and Tucker (2008), organizational performance is defined as a vital sign of the organization, showing how well activities within a process or the outputs of a process achieve a specific goal. It is also defined as a process of assessing progress towards achieving pre-determined goals, including information on the efficiency by which resources are transformed into goods and services, the quality of these outputs and outcomes, and the effectiveness of organizational objectives (Amartunga and Baldry, 2003). Organization's performance is made visible through the activities it conducts to achieve; its mission. Outputs and their effects are the most observable aspects of an organization's performance (Anderson and Carden, 1999).

Anderson and Carden (1999) in their book entitled enhancing organizational performance state that ideas about the concept of performance vary considerably. Each interest group or stakeholder may have an entirely different idea of what counts. For instance, administrators might define organization's performance in terms of the amount of money brought into the organization through grants, whereas a donor might define performance in terms of organization's beneficial impact on a target group. Nancy and Mine (2004), on assessing organizational performance stated that most organizations view their performance in terms of effectiveness in achieving their mission, purpose or goals. Most organizations, for example, would tend to link the larger notion of organizational performance to the results of their particular programs to improve the lives of a target group.

At the same time, a majority of organizations also see their performance in terms of their efficiency in deploying resources. This relates to the optimal use of resources to obtain the results desired. Finally, in order for an organization to remain viable over time, it must be both financially viable and relevant to its stakeholders and their changing needs. These four aspects of performance are the key dimensions to organizational performance.

Organizations exist within certain external contexts or environments that facilitate or impede their performance. Key factors in the policy or regulatory environment, and in the economic, political, socio-cultural, environmental and technological contexts, affect how the organization does its work, or the work it does. Internally, performance is driven by the organization's motivation to perform, which refers to the organizational culture, history, mission, values and incentive systems. These factors affect the quality of work, the nature of how the organization competes, and the degree of involvement of internal stakeholders in decision-making processes. Nancy and Mine (2004) assert that performance is driven, in part, by organizational capacity, which is understood as existing in seven basic areas: strategic leadership, human resources, financial resources, infrastructure, programming and process management, and interinstitutional linkages.

Each of these seven capacity areas may be described in sub-components, as for example in the organization's strategic leadership capacity which is understood as its structure, governance, leadership, strategic plans and niche management. Human resources, financial resources and infrastructure are seen as resources as well as the management of these resources. Organizations also have capacities that result from the relations, partnerships and alliances they have established with other organizations referred to as inter-institutional linkages. Lusthaus et al, (1999) state organization's performance is made visible through the activities it conducts to achieve its mission. Outputs and their effects are the most observable aspects of an

organization's performance. Ideas about the concept of performance vary considerably and each interest group or stakeholder may have an entirely different idea of what counts. For instance, administrators might define your organization's performance in terms of the amount of money brought into the organization through grants, whereas a donor might define performance in terms of your organization's beneficial impact on a target group. Lusthaus et al, (1999) further looks at the critical indicators for assessing and measuring organizational performance and these include;

The effectiveness of your organization is the degree to which it moves toward the attainment of its mission and realizes its goals. Effectiveness, however, is not a simple concept. The basic difficulty in analyzing effectiveness lies in the fact that many organizations make multiple statements about their missions and goals. Sometimes these statements are in the organization's charter; other times, in their strategic documents. Regardless of where you find these statements, you need a clearly defined guide about the operation of the organization. An organization must be able not only to provide exceptional services but also to provide them within an appropriate cost structure. Performance is increasingly judged by the efficiency of the organization. Whatever the overall size of the unit, performing organizations are viewed as those that provide good value for the money in both quantitative and qualitative terms.

Organizations in any society take time to evolve and develop, but they must develop in ways that consolidate their strengths. Organizations face internal and external crises. No organization is protected from becoming out of date, irrelevant, or subject to closure. To survive, your organization must adapt to changing contexts and capacities and keep its mission, goals, programs, and activities agreeable to its key stakeholders and constituents. To survive, your organization's inflow of financial resources must be greater than the outflow. Our experience has shown that the conditions needed to make an organization financially viable include

multiple sources of funding, positive cash flow, and financial surplus. Organizations have long been concerned with improving productivity of their resources. Further, it is widely recognized that organization effectiveness is inextricably linked to their management performance (Drucker, 1991; Armstrong, 2006).

Each of these seven capacity areas may be described in sub-components, as for example in the organization's strategic leadership capacity which is understood as its structure, governance, leadership, strategic plans and niche management. Human resources, financial resources and infrastructure are seen as resources as well as the management of these resources (Harmanzi, 2002). Organizations also have capacities that result from the relations, partnerships and alliances they have established with other organizations referred to as inter-institutional linkages. There are different ways or concepts in an organization which can be adopted to improve the organizational performance, which include; structure drives behavior, cause and effect are not closely related in time and space, no single right answer and behaviors will get worse before they get better (Harmanzi, 2002).

Organizational structure includes certain policies and procedures which are followed by the employees when they are performing their day to day activities (Kanwar, 2009). It also includes the goal or targets set by the company's management for the organizational population to achieve. The actual work flows that employees are encouraged towards their targets and goals. While looking forward to organizational decision making it is necessary to consider the delay in time decision was made and the time outcome was seen in most cases this takes several months or years.

2.4 Literature Review

2.4.1 Needs Fulfilment and Organizational Performance

According to Deci and Ryan (2008), individuals experience the fundamental need to experience autonomy, feel competent, and development relationships. When all of these needs are fulfilled, individuals experience improvements in wellbeing and satisfaction. They also become more resilient rather than sensitive to problems. However, many common trends, such as the inclination to conceal personal problems or work extensive hours, can impede the likelihood that such needs are fulfilled. Deci, Ryan, Gagne, Leone, Usunov, and Kornazheva (2001), for example, showed that need satisfaction was elevated when autonomy was granted. Furthermore, this need satisfaction was related to wellbeing. As van Prooijen (2009) maintains, when the need to experience autonomy remains unfulfilled, individuals become more sensitive to the justice and fairness of procedures. Specifically, in workplace settings, when autonomy is infringed, individuals strive to ascertain whether or not authorities, such as their supervisors or managers, will be benevolent and thus respect their autonomy. That is, these individuals scrutinize cues, including the behavior and practices of these authorities, closely and diligently to evaluate the intentions of managers.

Specifically, consistent with fairness heuristic theory (Lind, Kulik, Ambrose, & De Vera-Park, 1993) as well as the uncertainty management model (Van den Bos, 2001), individuals gauge the procedural justice of organizations to evaluate the intentions of authorities. If organizations exhibit procedural justice, that is, if the procedures are consistent across individuals, utilize all possible information to arrive at decisions, accord with the prevailing moral values of society, and grant opportunities to express concerns--employees assume the authorities are benevolent. If organizations do not exhibit procedural justice, authorities are not assumed to be benevolent. They might impede the autonomy of employees. As a consequence, when individuals feel their

need to maintain autonomy has not been satisfied, they monitor the procedural fairness of their organization closely, primarily to evaluate the benevolence of their managers. Indeed, van Prooijen (2009) conducted a series of three studies to corroborate these arguments.

Need fulfillment might underpin the benefits of person-environment fit. That is, when individuals experience a sense of fit with their workplace environment, their job satisfaction and commitment rises (Ostroff, Shin, & Kinicki, 2005; Piasentin & Chapman, 2007; Verquer, Beehr, & Wagner, 2003). Typically, fit does improve employee attitudes, such as job satisfaction and organizational commitment. These effects are especially pronounced when multiple dimensions of fit are established (Ostroff, Shin, & Kinicki, 2005; Piasentin & Chapman, 2007; Verquer, Beehr, & Wagner, 2003). According to Greguras and Diefendorff (2009), many of the benefits of fit can be ascribed to self-determination theory. In particular, when individuals experience person-environment fit, their needs to experience autonomy, competence, and relatedness were more likely to be fulfilled. Because these needs were fulfilled, individuals felt more committed to their workplace. One form of fit was especially beneficial--the fit between the demands of a job and the competence of individuals.

As we have stated earlier, need fulfillment is the responsibilities of the management. Therefore, the manager should know what the needs (current) of the employees are; and then should evaluate their legitimate and finally provide opportunities for their attainment. The first task before the management is to discover the present needs of an employee. Such needs may vary in intensity with which they are expressed. Observation of a workers' interest and response patterns may reveal the needs of each worker. Personal conversations with the employees may also reveal these needs. Sometimes, non-directive interviewing, or open-ended invitations to express the interests, goals, etc. may also give an idea about their needs. Having

known the needs, the management is required to take some decision as to how these needs can be fulfilled. In so doing, the cost involved are taken into consideration; and it is to be decided whether the organization can bear the cost involved. Again, the effects of workers' behavior, as a result of need fulfillment have also been considered.

2.4.2 Job characteristics and Organizational Performance

The task characteristic approach to evaluating task design focuses on the characteristics of jobs that make a job interesting, and thus more motivating. This line of research focuses on five core dimensions of motivating work: task variety, task identity, task significance, task autonomy, and feedback (Hackman and Oldham, 1976). Task variety measures the degree to which a job requires a variety of different activities. A job high in variety will require the use of a number of different skills and talents of the person. According to activation theory, the use of different skills and talents helps sustain human productivity over extended periods of time (Scott, 1966). Task identity measures the degree to which a job requires the completion of an identifiable piece of work. This would involve doing a job from beginning to end with a visible outcome. Task identity is important for workers to find their work meaningful. Employees must feel that the work they perform is their own, and must feel personally responsible for whatever successes and failures occur as a result of the work. Task significance is the degree to which a job has substantial impact on the lives of other people either in the immediate organization or external environment.

Employees may find it difficult to work effectively if they feel that the results of their efforts are not important. Autonomy measures the degree of freedom, independence, and discretion that the individual has in scheduling the work and in determining the procedures to be used in carrying out the work. When a job is high in autonomy, workers have more responsibility for the outcome of the job than for jobs low in autonomy. Jobs high in autonomy also offer more

flexibility to employees in the performance of their tasks which offers great potential for productivity when the unforeseen occurs or when a bottleneck develops in the task process (Schultz, McCain and Joseph, 2003). Feedback is the measure of the degree to which performing the work activities results in the job incumbents obtaining direct and clear information about the effectiveness of their performance. By providing information on task performance, feedback can increase knowledge acquisition for complex tasks (Mascha 2001).

The more skills are involved, the more meaningful is the job. Skill variety can be enhanced in several ways such as job rotation, enrichment, and enlargement. Task identity is the degree to which a job requires completion of a whole and identifiable piece of work that is doing a job from beginning to end with a visible outcome (Hackman & Oldham, 1980). Task significance is the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large. A job is more meaningful if it is important to other people for some reason. Autonomy is the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out. More autonomy leads to a greater feeling of personal responsibility for the work. Efforts to increase autonomy might lead to job enrichment. Giving more freedom and authority so the employee could perform the job and increasing an employee's accountability for work by reducing external control are some of the means related to actions that increase autonomy. Since the results of job performance would depend on the employees' own efforts and decisions, a sense of responsibility occurs.

Feedback is the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance. Feedback is intrinsically motivating because it helps employees to understand the

effectiveness of their performance and contributes to their overall knowledge about the work. Meaningful work is the result of the combination of the first three dimensions of skill variety, task identity, and task significance. The incumbent views the job as being important, valuable, and worthwhile when such a scope exists in a job. According to the model of Hackman and Oldham (1980), when job incumbents know that they individually have carried out well on a task that is important to them, they obtain intrinsic rewards from a motivational point of view.

The higher the presence of these three psychological states in the workplace, the greater will be employees' motivation, performance, satisfaction, commitment, and the lower their turnover. Psychological responses, such as motivation and satisfaction, to core job characteristics exhibit a stronger relationship than performance. Therefore, there is a stronger potential for the job characteristics to influence psychological reactions than performance. Incentive systems and performance norms of the teams are some of the situational differences that might affect performance more than job characteristics. An enriched job results in a satisfied job incumbent, but such a job incumbent may be impeded by low work group norms that prevent him/her from working to his/her full potential (Namm, 2003).

Higher levels of work effectiveness are reached through jobs high in motivating potential. Therefore, when a job is enriched, both the quality and quantity of work output is affected. Since employees that carry out their jobs with high motivation are rewarded by positive feedback, the quality of work improves. A sense of pride at high quality work will further motivate the job incumbents through leading to positive affect. Routine and repetitive jobs cause some avoidance behaviors, such as taking frequent rest breaks. However, enriched jobs result in fewer counterproductive behaviors and therefore increase efficiency. A variety of tasks in an enriched work environment create the necessity to stay focused on the job from the point of view of employees and consequently, the quantity of work increases. When a task

identity characteristic is added to the scenario above, employees will need to focus on doing a job, from beginning to end, which might foster a further increase in the amount of work accomplished since time wasted for work transfer between employees does not exist.

As a result, the coordination and the switching of tasks require less time to accomplish. The relationships between job characteristics and outcomes are moderated by the individual's growth need strength; that is, by the employee's desire for self-esteem and self-actualization. Individuals with a high growth need are more likely to experience the psychological states of knowledge of results, experienced responsibility, and experienced meaningfulness when their jobs are enriched than are their counterparts with a low growth need. Moreover, they will respond more positively to the psychological states when they are present than will individuals with a low growth need. The core job characteristics compose the motivating potential score of a job (MPS) (Hackman and Oldham, 1980).

A greater motivating potential is reached when a job is high on at least one of the three components of experienced meaningfulness and both of the core job dimensions of autonomy and feedback. Higher motivation, performance, and satisfaction, and lower absenteeism and turnover are reflected with a higher motivating potential job score in any work setting. Motivation is a result of person-job fit and higher levels of person-job fit are expected with these core job characteristics. Therefore, restructuring job characteristics is a key to improving employee satisfaction and motivation, rather than choosing new employees. The job characteristics model helps improve person-job fit instead of selecting and training new employees.

The job characteristics model suggests multidimensional core job characteristics affecting behaviors (Boonzaier et al., 2001). However this five-dimensional structure and the MPS are

subject to discussion. Fried and Ferris (1986) studied a sample of 7,000 employees and 900 jobs. They questioned the role of the dimensions of skill variety, task significance, and autonomy since they found a three-factor solution retaining task identity and feedback as legitimate job dimensions but detected a third dimension that collapsed skill variety, task significance, and autonomy into a single factor. Their results challenge the theoretical notion that job characteristics are best depicted with a five-dimensional representation. Furthermore, some research proposes different methods to calculate the MPS such as adding all the variables of skill variety, task identity, and task significance instead of multiplying those (Boonzaier et al., 2001). Dunham (1976) found that a single factor solution accounted for 83% of the explained variance in a study of 3,610 employees of a large merchandising corporation.

2.4.3 Employee Equity and Organizational Performance

Equity theory states that people are not only interested in having their needs met but they also want their reward system to be fair. In other words, job satisfaction is determined by the degree of equity, or inequity, they perceive they have in their work situation. Newstrom and Davis (1993) suggest that individuals compare themselves with others in an equivalent position in the company to determine if they are being treated fairly. If the comparison person is treated in the same manner, then the individual feels s/he is being treated equitably. If discrepancies are seen then it may be felt that the situation is inequitable and the individual will be motivated to resolve the inequity (Arnold and Feldman, 1986).

Employees evaluate their interpersonal relationships as they would evaluate a house during purchase. Newstrom and Davis (1993) view interpersonal relationships as a two-way process with the individual making a contribution and expecting an outcome. The second assumption is that people do not work in a vacuum. They make comparisons with others to determine if they are being treated equitably or not. According to Bateman and Snell (1999), when making

comparisons both and outputs are considered. People compare themselves to one another in terms of their ratios of inputs to outcomes. In other words, the person evaluates his/her inputs and the associated outcomes received. The person then compares this ratio to some other comparison person in the organization. If this ratio is perceived to be similar to the comparison person then he/she considers the situation to be equitable, but if the ratios differ then a situation of inequity exists (Arnold and Feldman, 1986; Bateman and Snell, 1999; Vecchio, 2000).

The equity definition has been recently expanded to include distributive justice and procedural justice. Distributive justice considers the fairness in how resources and rewards are distributed. Procedural justice looks at the fairness in the procedures used to make allocation decisions (Bateman and Snell, 1999). Kreitner, Kinicki and Buelens (1999) assert that expanding on the employee equity is the concept of a psychological contract which is a set of perceptions that employees have of what they owe their employers, and what the employers owe them. Over time, how the psychological contract is sustained or violated, and changed unfairly or fairly, will also influence satisfaction (Bateman and Snell, 1999). The whole issue of organizations deliberately manipulating their employees to induce feelings of inequity raises serious moral and ethical questions. Few employees would want to work for an organization that willingly causes them to experience inequity. Having reviewed the models on job satisfaction it is necessary to establish the sources of job satisfaction.

2.4.4 Job Satisfaction and Organisational Performance

Whilst there is sufficient evidence to show that performance and satisfaction are related, there are two contrasting arguments. The first is that satisfaction may lead to performance. In other words, people who are happy put more effort into work, work harder and therefore perform better. The second is that performance results in satisfaction. People who perform better are more likely to receive rewards resulting in improved satisfaction (Spector, 1996). According to

Newstrom and Davis (1993), high satisfaction does not always lead to high employee performance. Workers who are satisfied may be low, average or high performers and they will continue with the level of performance that previously brought them satisfaction.

According to Vecchio (2000), if superior performers are receiving greater rewards their satisfaction levels should be higher. The consequence is that performance and satisfaction should be positively correlated. The extent to which performance and satisfaction is correlated indicates how healthy an organization is. If satisfaction and performance were inversely related, then poor performers would be more satisfied and less likely to quit. This is not in the organization's best interest, and therefore managers should create a link between performance and satisfaction by offering attractive rewards that are equitable to performance. Kalleberg and Loscocco (1983) reported that work role and family life cycle of individual employee have a strong impact on the level of job satisfaction. They have empirically proved that work values and rewards are the key concepts that basically strengthen the relationship of age and job satisfaction. They further added that older workers are more satisfied than their younger counterparts because they actually have "better" or more highly rewarded jobs.

It is important for management in organizations to create a work environment that facilitates higher employee satisfaction levels. This is because employee satisfaction has a stimulus effect on the loyalty and confidence of employees, improves the quality of outputs and also increases productivity (Surujlal & Singh, 2003; Yee et al., 2008). Satisfied employees tend to perceive that the organization will be more satisfying in the long run, they care about the quality of their work and are more committed to the organization, leading to a demonstration of organizational citizenship behaviors (Fraser, 2001; Sempene et al., 2002; Yoon & Suh, 2003). Goslin (2005) is also of the opinion that satisfied employees have higher retention rates and are more productive. When employees are dissatisfied, their physical and mental health is negatively

affected (Faragher, Cass & Cooper, 2005). Consequently, organizational performance will also deteriorate as more production time will be lost because dissatisfied employees are likely to take more leave (Judge, Piccolo, Podsakoff, Shaw & Rich, 2010; Shields, 2006); therefore, if steps are taken to improve employee satisfaction, overall success of the organization is enhanced and the results can be reflected through happier employees, enhanced workforce productivity, reduced workdays and higher profits. This also typifies the importance of people in organizations, since people are the promoters of excellent organizational performance.

2.5 Conclusion

Under this chapter, a review of existing literature on employee job satisfaction and organizational performance and the relationships between the dimensions of job satisfaction and organizational performance were done. Identifying the gaps in the existing literature made it possible to clearly understudy the dependent and independent variables in the conceptual framework. An analysis of the existing literature on job satisfaction and organizational performance showed that job satisfaction; needs fulfillment, job characteristics and employee equity were strong predictors of organizational performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the methods that were used in the study. It explains the research design adapted, target population, sample size and selection, data collection instruments, data collection procedures, data management and analysis procedures, validity, reliability and the limitation of the study.

3.1 Research Design

The study adapted the cross sectional and descriptive research design presiding the latter which emphasized the collection of data at the same point in time (Sekaran, 2003) and describing the characteristics of that population. The study employed both quantitative and qualitative approaches. Quantitative approach was used to solicit information that was quantified while the qualitative approach was used to solicit information that could not be quantified. (Mugenda & Mugenda, 1999). Thus quantitative research design comprised of correlations and descriptive designs. The qualitative method described variables that could not be measured in quantitative terms such as personal variables, organizational and other qualitative variables. Combining numerical and textual information helped the researcher to have an in-depth analysis of the procedures of job satisfaction and organizational performance.

3.2 Area of Study

The study was carried out at Joint Medical Store in Kampala Nsambya which is the Head Office for this organization. The researcher used this office because it is where all the staff who comprised of the study are stationed and all data was collected here.

3.3 Study Population

The study targeted a population of 79 employees of the organization. The population consisted of 12 senior managers, 39 operations staff and 28 support staff members as per the (JMS HR Report (2012)

3.4 Sample Size

Given that the study population is large, a sample size was selected from the population and used to represent the views of the entire population. A total sample size of 70 was selected from the population size of 79. The sample size was obtained by using the Krejcie and Morgan's (1970) table of population sampling. The sample size was determined basing on the table for determining sample size because for every population, it provided a corresponding sample size. A staff was the unit of analysis.

Table 3.1: Sample Size

Category of employees	Target Population	Sample Size
Senior mangers	12	10
Operations staff	39	36
Staff members	28	24
Total	79	70

Source: Human Resource Department JMS 2014

3.5 Sampling Methods

According to the American Statistical Association (1999), these sampling techniques are used to select specified categories of respondents in a less costly and less involving manner. Mugenda and Mugenda (1999) define sampling as a formulation of a procedure of selecting the subjects or cases to be included in the sample. In other words, a sampling technique is a plan for obtaining a sample from a given population. This study used the simple random sampling

and purposive sampling methods to select the sample. According to Mugenda and Mugenda (1999), simple random sampling involves allocating equal chance to the selected elements in the population. This method involved giving a number to every respondent in the accessible population, placing the numbers in a container and then picking any number at random. Simple random sampling was used to select operation and other staff. Purposive sampling is a sampling technique that allows a researcher to use cases that have required information with respect to the objectives of one's study. Cases of subjects are therefore handpicked because they possess the required information. This method was used because it allowed the researcher to use respondents who possess the required information hence inexpensive and quick (Sekaran, 2003). Purposive sampling was used to select senior administrative staff because according to Seigle, (2004); it enabled selection of only key respondents.

3.6 Data Collection Sources

Both primary and secondary data was obtained. Primary data was got from face to face interviews and questionnaires. Primary data helped the researcher to directly interact with the source of information and get the data that was original and not analyzed to suit specific premises, Amin (2003). Secondary data was obtained through the use of historical analysis of minutes from management meetings, records of customer queries and already existing literature on job satisfaction and organizational performance in newsletters and guidelines from JMS and other documentation considered useful for research were used. According to Sekeran (2003) secondary data is considerably cheaper and faster than doing original studies. It is very flexible and the best to use where a network of data archives in which survey data files are collected and distributed is readily available.

3.7 Data Collection Methods

3.7.1 Questionnaire Survey

The data collection methods are techniques of collecting data. This research adopted both quantitative and qualitative methods and primary data was collected using the questionnaire survey and interview survey methods. Using the questionnaire survey, the researcher developed a questionnaire that included specific objectives of the study for respondents to complete in writing. The questionnaire was structured using a Likert scale ranging from strongly disagree (1) to strongly agree (5). The structured questionnaire obtained specific response which was easy to analyze. It gave an accurate profile of the situation and the data that was provided was used to describe who, what, how, when and where concerning the variables in the study and also establish the relationship between the independent and dependent variables.

3.7.2 Interview Guide Survey

Face to face interviews were conducted and during the course of the interviews, notes were taken. Interviews are a good tool as they enable the researcher to gather in-depth information around the topic to meet specific needs. The researcher was also able to clarify unclear issues in the questionnaire to the respondent (Mugenda and Mugenda, 1999). This method was used to collect data from top management.

3.7.3 Documentary Review

Information on the topic was collected from already existing archived documents. Research papers and articles on employee job satisfaction and organizational performance published internationally and locally were reviewed. These included journals, reports, and newspaper articles among others.

3.8 Data Collection Instruments

3.8.1 Structured Questionnaire

The researcher used the following tools to collect data; self-administered questionnaire, interview guide and documentary review checklist. The justification for using this instrument is that it is less expensive and does not require the researcher to be present for the respondent to complete. It was used to collect data from staff because they have a high level of literacy, and are able to read, understand and interpret the questions besides possessing the information required for the research. The interval Likert Scale questionnaire was designed on values assigned and ranked 5 to 1 in order of; 5-Strongly Agree (SA), 4-Agree (A), 3- Neither Agree nor Disagree (U), 2-Disagree (D) and 1-Strongly Disagree (SD). When administering the questionnaires, the researcher delivered them personally to the respondents, waited for those who were in position to fill them there and then and left his contacts with those who were to fill them at a later date to contact him when they were ready.

3.8.2 Interview Guide

An interview guide was used to collect data from key informants who included management staff. Interviews are a good tool as they enable the researcher gather in-depth information around the topic to meet specific needs. This data assisted in clarifying information collected by the structured questionnaires since it involved a face to face interaction and it also provided a wide range of views.

3.9 Data Quality Control

In order to make sure that quality and relevant data were collected, the research instruments were tested for reliability and validity as follows;

3.9.1 Validity

The validity of the study is concerned with the extent to which data collection instruments accurately measure what they intend to. Validity is an important concept in the acceptability of the use of an instrument for research purpose. Validity refers to the appropriateness of the instrument in collecting the data that is supposed to be collected while reliability refers to its consistency in measuring whatever it is intended to measure (Amin 2005).

Validity was measured by both content and face validity. Face validity is a property of a test intended to measure something. It is the validity of a test at face value. In other words, a test can be said to have face validity if it looks like it is going to measure what it is supposed to measure. Content validity measures the extent to which the content of the instrument corresponds to the content of the theoretical frame work of the study (Amin, 2005). Here, the expert views were obtained by talking to experts both academicians and practitioners in the field of Human Resource Management. These were required to comment on the relevance of the questions/items in the instrument. Content validity was assessed by using the questionnaire which measured the same concepts. If the measurements are consistent with the theoretical expectation, then the data had construct validity. Validity of the instrument was obtained using the Content Validity Index (CVI) as presented in the table below.

Table 3.2: Validity

Variable	Anchor	Content Validity Index
Needs fulfillment	5 point scale	.770
Job characteristics	5 point scale	.754
Employee equity	5 point scale	.808
Organisational performance	5 point scale	.768

Source: Primary data

3.9.2 Reliability

The researcher ensured that the instruments minimize random error and hence increase the reliability of the data collected. The researcher pre-tested the questionnaire on 10 respondents

and their responses used to generate the Cronbach's Coefficient Alphas. In order to measure reliability, a score obtained in one item was correlated with scores obtained from other items in the instrument. Cronbach's Coefficient Alphas were therefore computed to determine how items correlate among themselves. To test for the internal consistencies of the scales used to measure the variables, the alphas were expected to score above Cronbach's alpha (α) 0.6 test (Cronbach, 1946).

Table 3.3: Reliability

Variable	Anchor	Cronbach Alpha Value
Needs fulfillment	5 Point	.758
Job characteristics	5 Point	.797
Employee equity	5 Point	.859
Organizational performance	5 Point	.707

Source: Primary data

According to Cronbach (1950), coefficient alpha of 0.7 and above is considered adequate. From the results all the Cronbach alpha coefficients ranged from .707 to .859, therefore meeting the acceptable standards.

3.10 Data Analysis and Presentation

3.10.1 Quantitative Data

After collecting the questionnaires and the interview schedules, the researcher did central editing to check the questionnaire for obvious errors such as wrong entry, and missing or inappropriate replies. The researcher also contacted the respondents for clarifications where necessary. The researcher collected data, cleaned it, coded it and classified them into categories. The data was edited and entered into the data editor of Statistical Package for Social Scientists (SPSS V.18) software for analysis according to the objectives of the study. Data was organized and analyzed using a 5 Likert scale. The researcher presented data using descriptive and inferential statistics where frequency tabulations were used to present the data

on demographic characteristics whereas, for the research objectives, percentages, Pearson correlation matrix and regression analysis was used. The researcher used correlation analysis to test the relationships between the independent and dependent variables whereas, regression analysis was used to study the combined effect of the independent variables on the dependent variable.

3.10.2 Qualitative Data

Qualitative data was collected through the use of an interview. Qualitative data was analyzed into a manageable form and a narrative constructed around it (Amin, 2005). Examples were used in the narrative in order to review trends and compare the respondents' opinions/perspectives of the issues being discussed. The data was classified into simple content categories, themes and sub-themes, closely examined and compared for similarities and differences. Qualitative and quantitative data was integrated by way of triangulation which helped the researcher to provide more data to work with and ultimately a more accurate evaluation. Triangulation is one of the several rationales for multi-method research and also offered the prospect of enhanced confidence. The researcher used data triangulation, which entailed gathering data through several sampling strategies, so that segments of data at different times, as well as on a variety of people were gathered. This provided invaluable information and gave the evaluation heightened status within the area of study.

3.11 Ethical Considerations

The ethical issues that were considered during the study included; voluntary participation formal consent, confidentiality, formal introduction, citation of sources and risk of harm. The principle of voluntary participation requires that the research participants are not coerced to participate in research activities. The prospective research participants were fully informed about the procedures involved in research and gave their consent to participate. Those who

were not willing to provide information for the study were not coerced but eliminated from the list, and this was because it was their right not to give information.

Closely related to the notion of voluntary participation is the requirement of formal consent. Informed consent was attained from the respondents that participated in the study by way of a consent form. The consent from all respondents was sought before interviews were conducted and the purpose and objectives of the study were carefully explained to the respondents. The participants were made aware of the purpose of the study, which was for academic purpose and that the findings were to be used for academic purposes only. They were also informed that the information they provided would be kept confidential and their permission would be sought if it were to be published.

Almost all research guarantees the participants' confidentiality. The participants were assured that identifying information will not be made available to anyone who is not directly involved in the study. The researcher made sure that filled questions were kept under key and lock and during the course of data analysis; the researcher monitored the entire process strictly to make sure that this information is not accessed by those who should not access it. Anonymity standard as a stronger guarantee of privacy, was used, the researcher designed the tools in such a manner that the respondents were not required to indicate their personal information leading to them such as names, phone numbers among others. Researcher was careful not to publish enough information that the participant can be identified.

The researcher obtained an introductory letter from the Uganda Martyrs University introducing him to JMS to allow him to carry out research. He then introduced herself to the management of JMS and sought permission to carry out the study on the entity. This was done to help the

researcher collect data, easy access to journals any other forms of literature as well as getting assistance or being shown how to access information from the organization.

In order to avoid plagiarism, and assign proper authority to a statement, the researcher ensured that all information downloaded from the internet are not directly incorporated into research without paraphrasing and acknowledging the sources. Researcher recognized and carried out proper citation of all the sources literature that was used during the study. Ethical standards also require that researchers not put participants in a situation where they might be at risk of harm as a result of their participation. The researcher did not cause any emotional, physical and/or psychological harm to the respondents such as stressing the respondents, making them anxious and antagonizing their privacy while doing their work or during their social time and ensure objectivity during the research so as to eliminate personal biases and opinions.

3.12 Study Limitations

- i) The case study analysis used by the study undermined the quality of information that was collected to represent the views of all the other institutions dealing in drugs. Here the researcher carried in depth interviews with senior staff who had a long tenure at the school so as to gather data that was representative for all the institutions dealing in drug and medical equipment.
- ii) The time horizon used (cross sectional) in the study only collected data at a point in time, therefore providing views as of when the study was carried out. However, the research encouraged staff to provide as much information as possible and to bridge this gap, he pointed out that a longitudinal study was more appropriate for the study so as to gain a clear understanding about institutions dealing in drug and medical equipment regarding the association between job satisfaction and organizational performance.

3.13 Conclusion

Chapter three dealt with the methodology that was used by the researcher to constitute the population from which a sample was drawn, sampling methods, the data sources, data collection methods and instruments, quality control of the instruments, data management, and limitations and a presentation and interpretation of results of the sample characteristics. This provided basis for chapter four.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter provides a presentation, analysis and discussion of the empirical findings according to the purpose and objectives of the study. The chapter is comprised of five sections. Section one presents the introduction, section two represents the response rate, section three dealt with the demographic characteristics which include gender, age group, tenure of employment and level of education using frequency tabulations. Section four, dealt with empirical findings on the study objectives using percentages, item mean analysis and correlations. Section five dealt with multiple regression which presented the results on the combined effect of the dimensions of job satisfaction on organizational performance using regression analysis.

4.1 Bio Data on Respondents

This section of the study discusses the characteristics of the respondents at JMS such as gender, age group, tenure of employment and level of education. The researcher adopted frequency tabulations to present and discuss the results of the sample characteristics below. The rationale of using frequency tabulation and figures was to ascertain the percentage contribution of each group of the different demographics in relation to the responses of the respondents. The study targeted 70 respondents to provide the information of the study. However, responses were received from 65 respondents giving a response rate of 93%. This was derived using the formula:

$$\frac{\text{Number of questionnaires returned}}{\text{Total number of questionnaires given out}} \times 100 = \text{response rate}$$

$$\frac{65}{70} \times 100 = 93\%$$

4.1.1 Gender Distribution

In order to present the respondent category and gender distribution categories of the respondents, frequency tabulation was used by the researcher. Table 4.1 below presents the results:

Table 4.1: Gender Distribution

		Frequency	Percent (%)
Valid	Male	36	55.4
	Female	29	44.6
	Total	65	100.0

Source: Primary data

According to the results above, the majority of the respondents were male (55.4%) and female were 44.6%. This indicates that the majority of the staff involved in the study at JMS were male

4.1.2 Age Group Distribution

Frequency tabulation was used by the researcher to present the age distribution of the respondents. Table 4.2 below presented the results:

Table 4.2: Age Distribution

		Frequency	Percent (%)
	20-29 yrs.	12	18.5
	30-39 yrs.	32	49.2
	40 yrs. & above	21	32.3
	Total	65	100.0

Source: Primary data

The results in the table 4.2 revealed that the majority of the respondents fell in the age bracket of 30-39 years with a percentage of 49.2%, followed by those in the 40 years and above age group with a percentage of 32.3% and then those in the 20-29 years age group (18.5%). The results implied that the composition of the respondents was made up of staff who were mature enough and had enough experience to provide the required information about job satisfaction and organizational performance.

4.1.3 Level of Education

The frequency distributions were further used to examine the level academic qualifications of the respondents and the results are presented in table 4.3 below.

Table 4.3: Distribution according to Level of Education

		Frequency	Percentage (%)
	Diploma	9	13.8
	Degree	35	53.8
	Masters	13	20.0
	Professional	3	4.6
	Others	5	7.7
Total		65	100.0%

Source: Primary data

According to the results in table 4.3, the degree holders were 53.8%, master's degree holders 20%, with diploma holders 13.8%, other qualification holders 7.7% and professional qualification holders were 4.6%. From the results, the majority of the responses were degree holders and master's holders. This implies that data was collected from respondents who were able to read and understand. Therefore could provide the required information for the study.

4.1.4 Years of Employment

Frequency tabulation was used by the researcher to present the years of employment served by the respondents. Table 4.4 below presented the results:

Table 4.4: Years of Employment

Number of years		Frequency	Percent (%)
Valid	<1yr	4	6.2
	2-3 yrs.	13	20.0
	4-5 yrs.	28	43.1
	6-10 yrs.	15	23.1
	10yrs>	5	7.7
	Total	65	100.0

Source: Primary data

From the results in table 4.4, it was observed that the majority of respondents had worked with JMS for 4-5 years (43.1%), 23.1% had worked for 6-10 years, 20% had served the institution for 2-3 years, 7.7% had worked for over 10 years and 6.2% had served JMS for less than 1 year. According to the results, the majority of the population had stayed long enough. This implied that staff who participated in the study possessed experience of at least 3 years or more and therefore could provide the required information.

4.2 Presentation and analysis of findings

In order to assess the level of agreement and disagreement on the different items used to measure the dimensions of job satisfaction in the questionnaire, item mean analysis was carried out. The researcher anchored the responses of the respondents on five Likert scale ranging from strongly disagree to strongly agree and the results are presented below.

Table 4.5: Needs Fulfilment

Items	Min	Max	Mean	Stud Dev
Management listens and responds to employees' grievances.	1	5	3.63	.757
JMS does an excellent job of keeping employees informed about matters affecting them.	1	5	3.75	.789
Staff associations help in handling employees' grievances.	1	5	3.65	.876

Employees are committed to their work.	1	5	3.75	.775
Employees frequently think about leaving JMS.	1	5	3.08	.724
JMS provides favourable working conditions.	1	5	3.77	.660
Recognizing and rewarding employees who perform well has reduced turnover.	1	5	3.84	.794
Employees are satisfied with the services provided by JMS.	1	5	3.51	.784
My work gives me a feeling of personal accomplishment.	1	5	3.48	.856
I have the tools and resources to do my job well.	1	5	3.75	.775

Source: Primary data (2015)

From the results in table 4.5 above on needs fulfillment as a means of job satisfaction, the respondents agreed that management listens and responds to employees' grievances (mean=3.63), which was revelation that the staff appreciated management's willingness to listen to their complaints. Likewise the respondents agreed that JMS did an excellent job of keeping employees informed about matters affecting them (Mean=3.75), staff associations helped in handling employee grievances (mean=3.65) and employees were committed to their work (mean=3.75). This was justification that JMS was inclined to ensuring that staff needs are fulfilled as a means of satisfying them.

From the one on one interviews conducted with, the Head Human Resource and administration, he was of the view that;

“JMS has in place a comprehensive policy catering for staff needs from which staff benefit. For example, through conflict resolution JMS has been able to help staff reduce, control and in some cases eliminate staff conflicts”.

“Much as there were success stories of meeting staff needs, there were also cases during which staff needs fulfillment was impossible to realize necessitating harsh decisions to be made”.

According to the results, JMS provided favourable working conditions (mean=3.77), recognized and rewarded employees who perform well which had reduced turnover

(mean=3.84), employees were satisfied with the services provided by JMS (mean=3.51) and JMS provided the tools and resources needed by staff to do their work (mean=3.75).

The head operations revealed that;

“JMS did whatever it could in its powers to support staff during their work processes as this in turn enhanced organizational performance, therefore making sure that staff needs are met was a paramount for employee job satisfaction”.

From the results on needs fulfillment as a means of job satisfaction at JMS there was justification that JMS ensured that staff needs are fulfilled much as there were still gaps in meeting staff needs which impacted negatively on organizational performance. From the results, the standard deviation result of less than 1 is proof that needs fulfillment determined the performance of JMS. Likewise, the standard deviation results provided evidence that the results obtained on needs fulfillment could be applied to JMS and therefore could be generalized on other similar organizations.

The general view from the results is that the results on needs fulfillment as a means of job satisfaction at JMS provided confirmation that the needs fulfillment offered by JMS as an avenue of causing employee job satisfaction was effective and had benefited the staff. This implies that continued efforts to meet staff needs will go a long way in helping staff realize job satisfaction and in turn enhance JMS' performance.

Table 4.6: Job Characteristics

Items	Min	Max	Mean	Stud Dev
My job makes good use of my skills and abilities.	1	5	3.67	.972
I have clearly defined quality goals for my job.	1	5	3.78	.875
Employees are pleased with the rules and regulations.	1	5	3.45	.902
There is effective communication between management and staff at JMS	1	5	3.64	.705
Decisions are communicated immediately and effectively.	1	5	3.61	.845
Employees have autonomy on their work.	1	5	3.38	.745
Supervisors always assist employees to provide quality services.	1	5	3.57	.689
Employees work with minimum supervision.	1	5	3.60	.684
Management promotes employees to improve their morale to work with the organization.	1	5	3.51	.789
I feel encouraged to come up with new and better ways of doing things.	1	5	3.67	.689

Source: Primary data (2015)

According to the results, the respondents agreed that as a result of the job characteristics, staff roles make good use of their skills and abilities (mean=3.67) and they have clearly defined quality goals for their jobs (mean=3.78). In line with earlier results, the respondents agreed that there was effective communication between management and staff (mean=3.64), decisions were communicated immediately and effectively (mean=3.61) and supervisors assisted employees to provide quality services (mean=3.57). From the results, there was agreement that job characteristics allowed employees to work with minimum supervision (mean=3.60), management supported employees in improving their morale to work with the organization (mean=3.51) and staff felt encouraged to come up with new and better ways of doing things (mean=3.67).

In line with the quantities results above, the Head Human Resource and administration affirmed that;

“As a way to enhance staff motivation, knowledge, skills, competences, career advancement, social relationships, confidence, staff performance of their roles and talent, JMS developed the required job characteristics as a way of supporting job satisfaction”.

Similarly, in regard to job characteristics, the heads of departments revealed that;

“Job characteristics helped staff to understand their key result areas and the contribution they made as a result of realizing the goals of the jobs”.

From the results, the standard deviation results of less than 1 provided evidence that the results obtained on job characteristics applied to JMS and therefore could be generalized on similar institutions. Various studies have shown that job characteristics influences organizational performance. From the results presented, one can deduce that job characteristics were paramount in promoting organizational performance. Therefore, the management of JMS should come up with favorable job characteristics aimed at promoting improvement in job performance which will in turn boost their productivity.

Table 4.7: Employee Equity

Items	Min	Max	Mean	SD
staff are treated fairly at JMS	1	5	3.59	.991
there equal treatment of staff at JMS	1	5	2.49	.859
there is favoritisms at JMS	1	5	3.84	.867
staff are equitably rewarded by JMS	1	5	2.46	.776
Employees are satisfied with the remuneration package given.	1	5	3.47	.754
Management looks to staff for suggestions and leadership	1	5	3.50	.892
I am rewarded for the quality of my efforts	1	5	2.68	.852
I am valued by my supervisor	1	5	3.55	.654

Source: Primary data (2015)

According to the results in table 4.7 on employee equity, the respondents agreed that at JMS staff were treated fairly (mean=3.59), management looked to staff for suggestions and leadership (mean=3.50) and staff were valued by their supervisors (mean=3.55). On the contrary, there was favoritisms (mean=3.84), unequal treatment of staff (mean=2.49), staff were not equitably rewarded (mean=2.46) and were not rewarded for the quality of their efforts (mean=2.68).

In line with the quantities results above, the Head Human Resource and administration affirmed that;

“Realizing employee equity was a moving target that was very hard to achieve, because of the inadequate resource envelope”.

Similarly, in regard to employee equity, the heads of departments revealed that;

“Much as employee equity was paramount in promoting employee performance, it was impossible to realize because all of us a gifted differently and have different destinies which influence how we are perceived by others and in turn favour us or not”.

From the results, the standard deviation results of less than 1 provided evidence that the results obtained on employee equity applied to JMS and therefore could be generalized on similar institutions. Various studies have shown that employee equity influences organizational performance. From the results of the study, one can deduce that employee equity were paramount in promoting organizational performance. Therefore, the management of JMS should come up with favorable employee equity strategies that are aimed at promoting employee job satisfaction which will in turn enhance performance at JMS.

Table 4.8: Organisational Performance

Item scale	Min	Max	Mean	SD
Staff are satisfied by working at JMS	1	5	2.77	.689
Staff are generally happy working at JMS	1	5	3.60	.684
Staff are satisfied with their own performance.	1	5	3.01	.789
Departments at JMS make a strong contribution to the organization.	1	5	3.54	.556
Our department performs well as a team.	1	5	3.65	.652
Our department meets its performance targets.	1	5	3.62	.752
JMS is successful.	1	5	3.59	.789
JMS meets its clients’ needs.	1	5	3.45	.654
JMS’ future performance is secure.	1	5	3.30	.684
JMS is well-respected within the industry.	1	5	3.61	.789

Source: primary data (2015)

The results in table 4.8 above revealed the respondents agreed that staff were generally happy working with JMS (mean=3.60), departments at JMS made significant contribution

(mean=3.54), departments performed well as a team (mean=3.65), department met their performance targets (mean=3.62), JMS was successful (mean=3.59) and JMS was well-respected within the industry (mean=3.61) much as, staff were not satisfied by working at JMS (mean= 2.77). This was evidence that the fact that someone was working at JMS, this did not mean that they did not have a desire to work in other organizations better than JMS.

From the results compiled above, it was noted that employee satisfaction is directly linked to employee engagement and that in turn greatly affects the output of an employee which in turn reflects as organisational performance on the grand scale. Employees that are engaged looking for meaning full work, safety at work and good supervision. In line with the Expectancy theory that purports employees are satisfied when they get what they expect to get from the work places, a significant portion of staff at JMS are satisfied.

4.3 Empirical Findings

The findings in this study are based on the study objectives which included to examine the effect of needs fulfillment on organizational performance; to establish the contribution of job characteristics on organizational performance; and to assess the effect of employee equity on organizational performance at JMS. The study depicted all the variables of the study were made of components, it was therefore appropriate to conduct a factor analysis to establish the factor structure of the variables in order to generate information for the study on the variables and to reduce the items under each of the variables for finer results in the subsequent analyses involving these variables. Pearson correlation coefficient, also known as r , R , or Pearson's r , a measure of the strength and direction of the linear relationship between two variables that is

defined in terms of the (sample) covariance of the variables divided by their (sample) standard deviations was used to present the results of the study objectives.

The results are further explained using the Pearson correlation matrix in order to show relationships between the study variables whereas, to study the predictive power of the dimensions of job satisfaction (needs fulfillment, job characteristics and employee equity) on organizational performance, a regression analysis was carried out. The results from the quantitative source are compared with qualitative ones. Regression analysis was used to show the results of the combined effect of the components of employee relationship management on job satisfaction. Statistical tables were used for easier understanding and interpretations.

4.3.1 Factor Structure of Job Satisfaction

Factor analysis was used to examine the composition of job satisfaction, and identify the most critical elements of the variable. Factor analysis was applied to reduce the number of items to a smaller number of factors where, this simplified data structure by revealing a smaller number of underlying factors. On the other hand factor analysis was used to detect structure in the relationships between variables, that is, to classify variables. The results are shown in tables 4.9 below.

Table 4.9: Factor Structure of Job Satisfaction

	needs fulfillment	job characteristics	employee equity
Management listens and responds to employees' grievances.	0.802		
JMS does an excellent job of keeping employees informed about matters affecting us.	0.749		
JMS recognises the existence of staff associations.	0.747		
Staff associations help in handling employees' grievances.	0.701		
Employees are committed to their work.	0.693		
Employees frequently think about leaving JMS.	0.675		
JMS provides favourable working conditions.	0.668		
Recognizing and rewarding employees who perform better reduce turnover.	0.640		
Employees are satisfied with the services provided by JMS.	0.623		
My work gives me a feeling of personal accomplishment.	0.612		
I have the tools and resources to do my job well.	0.523		
My job makes good use of my skills and abilities.		0.868	
On my job, I have clearly defined quality goals.		0.847	
Employees are pleased with the rules and regulations.		0.700	
There is effective communication between management and staff at JMS		0.687	
Decisions are communicated immediately and effectively.		0.632	
Employees have autonomy on their work.		0.610	
Supervisors always assist employees to provide quality services.		0.607	
Employees work with minimum supervision.		0.595	
Management promotes employees to improve their morale to work with the organization.		0.531	
I feel encouraged to come up with new and better ways of doing things.		0.505	
staff are treated fairly at JMS			0.744
there equal treatment of staff at JMS			0.735
there is favoritisms at JMS			0.742
staff are equitably rewarded by JMS			0.675
Employees are satisfied with the remuneration package given.			0.668
Management looks to me for suggestions and leadership			0.607
I am rewarded for the quality of my efforts			0.576
I am valued by my supervisor			0.503
Eigen value	2.822	2.694	1.673
Variance (%)	31.356	29.931	18.588
Cumulative variance (%)	31.356	61.287	79.875

Note: Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a.

Rotation converged in 5 iterations.

Source: Primary data, 2015

Results in table 4.9 showed that of the three constructs of needs fulfillment, job characteristics and employee equity, the most significant was needs fulfillment (Eigen value = 2.822, Variance = 31.356%) explaining 31.4% variance in job satisfaction, followed by job characteristics, (Eigen value = 2.694, Variance = 29.931%) which explains approximately 30%, and lastly employee equity (Eigen value = 1.673, Variance = 18.588%) which explains approximately 18.6%.

In regard to needs fulfillment, the respondents revealed that management listened and responded to employees' grievances (0.802), JMS did an excellent job of keeping employees informed about matters affecting staff (0.749), recognised the existence of staff associations (0.747), staff associations helped in handling employees' grievances (0.701) and employees were committed to their work (0.693). On the other hand, employees frequently thought about leaving the organizational (0.675), JMS provided favourable working conditions (0.668), recognition and rewarding employees who perform better reduced turnover (0.640), employees were satisfied with the services provided (0.623), staff work gave them a feeling of personal accomplishment (0.612) and staff had the tools and resources to do their jobs well (0.523).

The quantitative results were also supported by the qualitative results. The senior administrators in the HR department revealed that;

“Needs fulfillment did not only affect employees but also other stakeholders of the organization such suppliers, therefore any discrepancies in needs fulfillment would affect employee job satisfaction”

Job characteristics as a dimension of job satisfaction contributed 30% of the variance in job satisfaction with assertions from the respondents showing that staff jobs made good use of their skills and abilities (0.868), staff were provided with clearly defined quality goals (0.847), employees were pleased with the rules and regulations (0.700) and there was effective communication between management and staff (0.687). on the other hand, decisions were

communicated immediately and effectively (0.632), employees had autonomy on their work (0.610), supervisors always assisted employees to provide quality services (0.607), employees worked with minimum supervision (0.595), management promoted employees to improve their morale to work with the organization (0.531) and staff felt encouraged to come up with new and better ways of doing things (0.505).

The results on employee equity a component of job satisfaction revealed that at JMS, staff were treated fairly (0.744), there was equal treatment of staff (0.735), there was favoritisms (0.742), staff were equitably rewarded (0.675), employees were satisfied with the remuneration package given (0.668), management looked to staff for suggestions and leadership (0.607), staff were rewarded for the quality of their efforts (0.576) and were valued by their supervisors (0.503).

4.3.2 Relationship between Needs Fulfilment and Organisational Performance

To study the relationship between needs fulfilment and organisational performance at JMS, the Pearson's correlation test was used and the results are presented in Table 4.10 below.

Table 4.10: Needs Fulfilment and Organisational Performance

		Needs fulfillment	organizational performance
Needs fulfillment	Pearson Correlation	1	.530**
	Sig. (2-tailed)		.000
organizational performance	Pearson Correlation	.530**	1
	Sig. (2-tailed)	.000	
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary data (2015)

From the results in table 4.10 above, the correlation results indicated a positive and insignificant relationship between needs fulfillment and organizational performance ($r = 0.530^{**}$, $p < .01$). This implied that when JMS worked towards fulfilling staff needs, this would enhance organizational performance in regard to service delivery, cost reduction, value for

money among others. This position was also shared by top executives such as the executive committee members, top managers and heads of departments who revealed that needs fulfillment was paramount in promoting staff productivity in the ever changing dynamic environment, the health sector that requires key players to have a competitive advantage so as to thrive in the global market.

4.3.3 Relationship between Job Characteristics and Organisational Performance

To establish the relationship between job characteristics and organizational performance at JMS, the Pearson's correlation test was used and the results are presented in Table 4.11 below.

Table 4.11: Job Characteristics and Organisational Performance

		Job Characteristics	Organisational Performance
Job Characteristics	Pearson Correlation	1	.325**
	Sig. (2-tailed)		.000
Organisational Performance	Pearson Correlation	.325**	1
	Sig. (2-tailed)	.000	
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary data (2015)

According to the Pearson correlation results, there was a positive and insignificant relationship between job characteristics and organizational performance ($r = 0.325^{**}$, $p < .01$). The implication was that there is a moderate significant relationship between job characteristics and organizational performance. This implied that to realize the much needed effectiveness and efficiency at JMS, emphasis needed to be put on job characteristics as these influenced the output of staff and in turn affected organizational performance.

The correlation results point to the fact that job characteristics were paramount in ensuring organizational performance.

4.3.4 Relationship between Employee Equity and Organisational Performance

To study the relationship between employee equity and organizational performance, the Pearson's Correlation Test was used and the results were presented in Table 4.12 below.

Table 4.12: Employee Equity and Organisational Performance

		Employee equity	organizational performance
Employee equity	Pearson Correlation	1	.465**
	Sig. (2-tailed)		.000
organizational performance	Pearson Correlation	.465**	1
	Sig. (2-tailed)	.000	
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary data (2015)

According to the Pearson correlation results, it was revealed that there was a strong significant positive relationship between employee equity and organizational performance ($r = 0.465^{**}$, $p < .01$). From the results, the study revealed that management had made efforts to streamline staff roles by setting clear goals, allowing staff to carry out planning, setting targets among others in a bid to cause employee equity, much as there were still challenges faced in realizing employee equity at JMS. According to the different departmental heads, the entire process of employee equity depended entirely on top management support, availability of the required resources and user acceptance of the operation processes being introduced.

4.4 Regression Model/Hypothesis Testing

Regression analysis includes any techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables. More specifically, regression analysis helps understand how the typical

value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed. Most commonly, regression analysis estimates the conditional expectation of the dependent variable given the independent variables. Regression analysis is widely used for prediction and forecasting, where its use has substantial overlap with the field of machine learning. Regression analysis is also used to understand which among the independent variables are related to the dependent variable, and to explore the forms of these relationships. In restricted circumstances, regression analysis can be used to infer causal relationships between the independent and dependent variables. A regression analysis was carried out to examine the extent to which study variables (needs fulfillment, job characteristics and employee equity) predict organizational performance at JMS. The results are presented in table 4.13 below.

Table 4.13: Regression Model

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.052	.092		.563	.574
job characteristics	.066	.026	.110	2.529	.012
needs fulfillment	.465	.060	.515	7.761	.000
employee equity	.283	.064	.296	4.451	.000
Dependent Variable: Organisational performance					
R square	0.416		Sig. 0.000		
Adjusted R square	0.391				

Source: Primary data (2015)

According to table 4.13, needs fulfillment, job characteristics and employee equity predict 39.1% of organizational performance (Adjusted R Square = .391). The regression model was significant and thus reliable for making conclusions and recommendations. The most significant predictor of organizational performance was needs fulfillment (Beta= 0.515, Sig. = 0.000) followed by employee equity (Beta= 0.296, Sig. = 0.0200) and then followed by job

characteristics (Beta= 0.110, Sig. = 0.012). The findings revealed that the needs fulfillment, job characteristics and employee equity were strong predictors of organizational performance. Providing evidence that for JMS to attain desirable employee retention, employee productivity, service delivery and satisfaction, there was need to ensure that there are well staff needs fulfillment, favorable job characteristics and employee equity at JMS.

4.5 Conclusion

This chapter analyzed the contribution of employee job satisfaction on organizational performance. The findings indicated that needs fulfillment, job characteristics and employee equity were strong predictors of organizational performance accounting for 39.1% of the change in organizational performance at JMS. This provided a basis for chapter five which considered the summary of the findings, discussion, conclusions and recommendations.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussion of results presented in chapters four and conclusions drawn from the presentation. The chapter presents a short summary of the purpose of the study and the research findings, followed by the set of recommendations, limitations of the study and areas of further research.

5.1 Summary of the Findings

The study sought to examine the extent to which employee job satisfaction contributed to organizational performance at JMS. This was carried out by unpacking the dimensions of employee job satisfaction which are: needs fulfillment, job characteristics and employee equity. These were related with organizational performance when developing the study objectives. Data was collected using self-administered questionnaires and an interview guide and it was analyzed using the Statistical Package for Social Scientists (V18) which was used to generate tabulations of frequencies, percentages, item means, correlations and regression analysis.

5.1.1 Summary of the Findings on Sample Characteristics

The findings on the sample characteristics revealed that most of the respondents were male, the majority belonged to 30-39 years and 40 years and above age groups, most of them had a tenure of 4-5 years with the majority of the respondents holding degree qualification.

5.1.2 Needs Fulfilment and Organisational Performance

The findings validate that needs fulfillment was significant in determining organizational performance. The findings authenticated that needs fulfillment was an essential part of organizational performance. This implied that emphasis on fulfilling employee needs would enhance the effectiveness and efficiency at JMS.

5.1.3 Job Characteristics and Organisational Performance

According to the findings, there was a positive and significant relationship between job characteristics and organizational performance. The positive significant relationship between job characteristics and organizational performance was confirmation that in order to realize employee job satisfaction there was need to favorable job characteristics that supported employee job satisfaction as this would translate into efficient organizational performance.

5.1.4 Employee Equity and Organisational Performance

The findings established that employee equity influenced organizational performance at JMS which was implication that emphasis on promoting equity among staff would enhance job satisfaction and enhance their productivity in an efficient manner. The positive significant relationship between employee equity and organizational performance was explanation that in order to promote job satisfaction at JMS, there was a need to promote employee equity.

5.2 Discussion of the findings

5.2.1 Needs Fulfilment and Organizational Performance

The findings validate that, needs fulfillment was significant in determining organizational performance. This was confirmed by the findings from the management staff who were the key informants and the correlation results which indicated a significant and positive relationship between needs fulfillment and organizational performance. The findings are in line with the

assertions made by Deci and Ryan (2008), individuals experience the fundamental need to experience autonomy, feel competent, and development relationships. When all of these needs are fulfilled, individuals experience improvements in wellbeing and satisfaction. Van Prooijen (2009) maintains, when the need to experience autonomy remains unfulfilled, individuals become more sensitive to the justice and fairness of procedures. Specifically, in workplace settings, when autonomy is infringed, individuals strive to ascertain whether or not authorities, such as their supervisors or managers, will be benevolent and thus respect their autonomy. That is, these individuals scrutinize cues, including the behavior and practices of these authorities, closely and diligently to evaluate the intentions of managers. Need fulfillment is the responsibilities of the management. Therefore, the manager should know what the needs of the employees are; and then should evaluate their legitimate and finally provide opportunities for their attainment.

5.2.2 Job Characteristics and Organizational Performance

According to the findings, there was a positive and significant relationship between job characteristics and organizational performance. The positive significant relationship between job characteristics and organizational performance was confirmation that in order to efficiency at JMS, there was need to have well developed job characteristics as this would translate into efficient organizational performance. In support of the findings, (Morgeson and Campion 2003) point out five dimensions of job characteristics, namely task identity, skill variety, task significance, autonomy, and feedback. In which case the first three dimensions determine whether or not a certain job are meaningful to the job incumbent while autonomy and feedback are useful to tap the level of autonomy and feedback that the job incumbent has acquired from his or her job.

The more skills are involved, the more meaningful is the job. Skill variety can be enhanced in several ways such as job rotation, enrichment, and enlargement. A job is more meaningful if it is important to other people for some reason. More autonomy leads to a greater feeling of personal responsibility for the work. Efforts to increase autonomy might lead to job enrichment. Giving more freedom and authority so the employee could perform the job and increasing an employee's accountability for work by reducing external control are some of the means related to actions that increase autonomy. Since the results of job performance would depend on the employees' own efforts and decisions, a sense of responsibility occurs. Feedback is intrinsically motivating because it helps employees to understand the effectiveness of their performance and contributes to their overall knowledge about the work. Meaningful work is the result of the combination of the first three dimensions of skill variety, task identity, and task significance. The incumbent views the job as being important, valuable, and worthwhile when such a scope exists in a job.

5.2.3 Employee Equity and Organizational Performance

The findings established that employee equity influenced organizational performance at JMS which was an implication that the existence of employee equity was paramount in promoting employee retention, enhancing employee productivity, and efficient service delivery and employee satisfaction. The positive significant relationship between employee equity and organizational performance was explained in that in order to manage HR, there was a need to ensure that staff rewards are managed well at JMS. In order to achieve business goals and continuous development, an organization is required to design and implement proper reward and appraisal practice. Newstrom and Davis (1993) propose that individuals compare themselves with others in an equivalent position in the company to determine if they are being treated fairly. If the comparison person is treated in the same manner, then the individual feels

s/he is being treated equitably. If discrepancies are seen then it may be felt that the situation is inequitable and the individual will be motivated to resolve the inequity (Arnold and Feldman, 1986). Few employees would want to work for an organization that willingly causes them to experience inequity. Having reviewed the models on job satisfaction it is necessary to establish the sources of job satisfaction.

5.3 Conclusions

In conclusion, a satisfied employee is one who is engaged strongly in their work and this has shown that their results are good hence good output for the organization. The findings validate that needs fulfillment was essential for organizational performance, this implied that emphasis on fulfilling the employees perceived needs enhanced organizational efficiency and effectiveness. The findings on of job characteristics and organizational performance revealed that JMS designed jobs with specific characteristics that made the staff relatively comfortable enough for them to achieve organizational goals. As per employee equity's influence on organizational performance at JMS, there was evidence of equitable treatment by management among staff which in turn yielded effectiveness and efficiency at JMS. The correlation findings were in line with regression analysis findings which confirmed that employee job satisfaction determined organizational performance.

5.4 Recommendations

In light of the research findings, the following main recommendations were made:

Needs Fulfillment and Organisational Performance.

The findings revealed that needs fulfillment greatly contributed to the performance of JMS. The study recommended that the management of JMS should be committed to employee job satisfaction through ensuring that staff needs are met as this will enhance their productivity through delivery of quality services in the required proportions in a timely manner and in turn

providing a positive effect on the efficiency of JMS. This calls for top management support and employee commitment to job satisfaction as this will promote organizational performance.

Job Characteristics and Organisational Performance.

The findings revealed that job characteristics made a significant contribution towards employee job satisfaction among the staff of JMS thus, having a positive influence on the effectiveness and efficiency of JMS. Leaders have to appreciate the contribution that is made by job characteristics in realizing organizational goals as this will promote efficiency, identification of competent staff that possess the required skills to perform the jobs which will in turn lead to the realization of organizational goals. Therefore, it is important to understand the job characteristics of the different jobs and be able to identify the talent that fits the jobs.

Employee Equity and Organisational Performance.

The findings revealed that employee equity had a significant effect on organizational performance. Therefore, the management of JMS should commit to promoting equity in regard to reward and compensation staff as this will play a leading role in the enhancement of employee job satisfaction and in turn promote effectiveness and efficiency at JMS. This could be achieved through putting in place effective and efficient policies, processes and systems inclined on employee equity that foster organizational efficiency. A more transparent approach to this handling this can be of better effect so that even the least appreciative employees can benefit.

5.5 Areas for Further Study

The researcher only focused on three components that is needs fulfillment, job characteristics and employee equity not considering other dimensions used by other researchers to measure

employee job satisfaction. Each of these components has broad areas which can be researched on in relation to organizational performance.

The study took a form of cross sectional study but to study the true nature of relationship between employee job satisfaction and organizational performance, a longitudinal study is more appropriate, organizational performance is a complex concept and difficult to measure objectively as it is influenced by a wide range of variables that could be identified for further studies.

A similar study may be carried out on other pharmaceutical companies and organizations to assess the association between relationship between needs fulfillment, job characteristics, employee equity and organizational performance.

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APPENDIX I

QUESTIONNAIRE

Dear Respondent,

I am an MBA student at Uganda Martyrs University Nkozi. I am carrying out a research study on “**Job Satisfaction and Organisational Performance in the Pharmaceutical Distributors Industry: A Case Study of Joint Medical Store**”. The study is being conducted in fulfillment of the requirement for the award of a degree of Master of Business Administration. I kindly request you to answer the questionnaires with openness and accuracy. The information you will provide, will be treated with a high level of confidentiality. You do not need to give your name when responding unless if you feel like. The responses you give will be integrated in other responses collected, to give an overall picture on the topic under study. The findings will be used for purely academic purposes by the researcher. If there is any issue you find unclear kindly feel free to get back to the researcher.

Thanks for your support and co-operation.

Yours faithfully

.....

Mukasa David

MBA Student

SECTION I: GENERAL INFORMATION

Please tick the appropriate box for the questionnaire that follows below:

Demographic Characteristics

1. Gender: Male ☐ Female ☐

2. Age group

Years old	20-29 yrs. (1)	30-39 yrs. (2)	40 yrs. + (3)
Tick			

3. Level of Education

Level	Diploma	Bachelor's degree	Masters	Professional	Others
Tick					

4. Tenure of employment with JMS

Less than 1 year	2 – 3 yrs.	4 – 5 yrs.	6 – 10 yrs.	Above 10 yrs.

**In the subsequent sections use the scale provided to tick or circle a number that describes your opinion
(1.Strongly Disagree, 2.Disagree 3.Not sure, 4. Agree 5. Strongly agree**

Section B: Needs Fulfilment

	Items	SD	D	NS	A	SA
1	Management listens and responds to employees' grievances.	1	2	3	4	5
2	JMS does an excellent job of keeping employees informed about matters affecting us.	1	2	3	4	5
3	JMS recognises the existence of staff associations.	1	2	3	4	5
4	Staff associations help in handling employees' grievances.	1	2	3	4	5
5	Employees are committed to their work.	1	2	3	4	5
6	Employees frequently think about leaving JMS.					
7	JMS provides favourable working conditions.	1	2	3	4	5
8	Recognizing and rewarding employees who perform better reduce turnover.	1	2	3	4	5
9	Employees are satisfied with the services provided by JMS.	1	2	3	4	5
10	My work gives me a feeling of personal accomplishment.	1	2	3	4	5
11	I have the tools and resources to do my job well.	1	2	3	4	5

Section C: Job Characteristics

	Items	SD	D	NS	A	SA
1	My job makes good use of my skills and abilities.	1	2	3	4	5
2	On my job, I have clearly defined quality goals.	1	2	3	4	5
3	Employees are pleased with the rules and regulations.	1	2	3	4	5
4	There is effective communication between management and staff at JMS	1	2	3	4	5
5	Decisions are communicated immediately and effectively.	1	2	3	4	5
6	Employees have autonomy on their work.	1	2	3	4	5
7	Supervisors always assist employees to provide quality services.	1	2	3	4	5
8	Employees work with minimum supervision.	1	2	3	4	5
9	Management promotes employees to improve their morale to work with the organization.	1	2	3	4	5
10	I feel encouraged to come up with new and better ways of doing things.	1	2	3	4	5

Section D: Employee Equity

	Items	SD	D	NS	A	SA
1	staff are treated fairly at JMS	1	2	3	4	5
2	there equal treatment of staff at JMS	1	2	3	4	5
3	there is favoritisms at JMS	1	2	3	4	5
4	staff are equitably rewarded by JMS	1	2	3	4	5
5	Employees are satisfied with the remuneration package given.	1	2	3	4	5
6	Management looks to me for suggestions and leadership	1	2	3	4	5
7	I am rewarded for the quality of my efforts	1	2	3	4	5
8	I am valued by my supervisor	1	2	3	4	5

Section E: Organisational Performance

	Items	SD	D	NS	A	SA
1	Staff are satisfied working at JMS	1	2	3	4	5
2	Staff are generally happy working at JMS	1	2	3	4	5
3	Staff are satisfied with their own performance.	1	2	3	4	5

4	Departments at JMS make a strong contribution to the organization.	1	2	3	4	5
5	Our department performs well as a team.	1	2	3	4	5
6	Our department meets its performance targets.	1	2	3	4	5
7	JMS is successful.	1	2	3	4	5
8	JMS meets its clients' needs.	1	2	3	4	5
9	JMS' future performance is secure.	1	2	3	4	5
10	JMS is well-respected within the industry.	1	2	3	4	5

-Thank you-

APPENDIX II

INTERVIEW GUIDE

1. Describe how needs fulfillment at JMS has improved employee satisfaction?
2. How have needs fulfillment contributed to service delivery at JMS?
3. How do job characteristics contribute to efficient and effective performance?
4. Describe the organizational policies of JMS and how they impact on job satisfaction and organizational performance.
5. Does JMS put a lot emphasis on employee satisfaction?
6. How does employee equity enhance employees' job satisfaction?
7. How have needs fulfillment, job characteristics and employee equity contributed to JMS' performance?
8. What are the challenges faced by management in implementing job satisfaction at JMS